



**Los Angeles County
Board of Supervisors**

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First District

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Third District

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Fourth District

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Fifth District

John F. Schunhoff, Ph.D.
Interim Director

Gail V. Anderson, Jr., M.D.
Interim Chief Medical Officer

June 22, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #37 (Agenda Item #S-1,
June 22, 2010)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of May 2010.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of May was 595 out of 671 licensed beds, an estimated 87% utilization rate (89% occupancy). The census for Medical/Surgical units was an estimated 92 % utilization rate (94% occupancy) for May 2010.

Emergency Department (ED) Indicators

During this period, key indicators in attachment 1 such as ED Boarding Time, Left Without Being Seen, ED Cycle Time and Diversion were stable or slightly decreased. As demonstrated in the Crowding Level Comparison chart on page 9, overcrowding indicators spiked during this period and were significantly mitigated with the activities outlined in the facility's Surge Plan, such as management bed huddles; closing to lateral transfers from other hospitals; transfers out to Rancho and private hospitals; expedited discharges; and opening the Temporary Med/Surg Overflow area.

If you have any questions or need additional information, please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm
811:003

Attachment

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

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through leadership,
service and education.*



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LAC+USC Medical Center
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Reporting Period – May 2010

Indicator	Definition	Data	Comments																																																																		
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																					
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<p style="text-align: center;">ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>623</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>590</td></tr><tr><td>Jun '07</td><td>609</td></tr><tr><td>Jul '07</td><td>605</td></tr><tr><td>Aug '07</td><td>583</td></tr><tr><td>Sep '07</td><td>611</td></tr><tr><td>Oct '07</td><td>578</td></tr><tr><td>Nov '07</td><td>596</td></tr><tr><td>Dec '07</td><td>491</td></tr><tr><td>Jan '08</td><td>525</td></tr><tr><td>Feb '08</td><td>551</td></tr><tr><td>Mar '08</td><td>563</td></tr><tr><td>Apr '08</td><td>572</td></tr><tr><td>May '08</td><td>577</td></tr><tr><td>Jun '08</td><td>572</td></tr><tr><td>Jul '08</td><td>573</td></tr><tr><td>Aug '08</td><td>592</td></tr><tr><td>Sep '08</td><td>589</td></tr><tr><td>Oct '08</td><td>581</td></tr><tr><td>Nov '08</td><td>567</td></tr><tr><td>Dec '08</td><td>559</td></tr><tr><td>Jan '09</td><td>578</td></tr><tr><td>Feb '09</td><td>592</td></tr><tr><td>Mar '09</td><td>586</td></tr><tr><td>Apr '09</td><td>588</td></tr><tr><td>May '09</td><td>595</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Nov '06	623	Dec '06	598	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	590	Jun '07	609	Jul '07	605	Aug '07	583	Sep '07	611	Oct '07	578	Nov '07	596	Dec '07	491	Jan '08	525	Feb '08	551	Mar '08	563	Apr '08	572	May '08	577	Jun '08	572	Jul '08	573	Aug '08	592	Sep '08	589	Oct '08	581	Nov '08	567	Dec '08	559	Jan '09	578	Feb '09	592	Mar '09	586	Apr '09	588	May '09	595	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = $\text{Med Center Census} - \text{Newborns} / 600$</p> <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>88%</td></tr><tr><td>Jul '09</td><td>86%</td></tr><tr><td>Aug '09</td><td>83%</td></tr><tr><td>Sep '09</td><td>86%</td></tr><tr><td>Oct '09</td><td>83%</td></tr><tr><td>Nov '09</td><td>86%</td></tr><tr><td>Dec '09</td><td>88%</td></tr><tr><td>Jan '10</td><td>87%</td></tr><tr><td>Feb '10</td><td>88%</td></tr><tr><td>Mar '10</td><td>87%</td></tr><tr><td>Apr '10</td><td>88%</td></tr><tr><td>May '10</td><td>88%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	88%	Jul '09	86%	Aug '09	83%	Sep '09	86%	Oct '09	83%	Nov '09	86%	Dec '09	88%	Jan '10	87%	Feb '10	88%	Mar '10	87%	Apr '10	88%	May '10	88%	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>
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2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>3:00</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:22</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>4:00</td></tr> <tr><td>May '09</td><td>6:08</td><td>2:31</td><td>4:34</td></tr> <tr><td>Jun '09</td><td>4:34</td><td>2:36</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:00</td><td>2:35</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:39</td><td>4:32</td></tr> <tr><td>Sep '09</td><td>5:13</td><td>2:53</td><td>5:01</td></tr> <tr><td>Oct '09</td><td>5:37</td><td>2:40</td><td>4:41</td></tr> <tr><td>Nov '09</td><td>4:36</td><td>2:32</td><td>4:44</td></tr> <tr><td>Dec '09</td><td>4:36</td><td>2:47</td><td>3:57</td></tr> <tr><td>Jan '10</td><td>3:45</td><td>2:34</td><td>4:02</td></tr> <tr><td>Feb '10</td><td>5:55</td><td>3:05</td><td>4:02</td></tr> <tr><td>Mar '10</td><td>5:30</td><td>2:43</td><td>5:14</td></tr> <tr><td>Apr '10</td><td>6:47</td><td>2:27</td><td>4:45</td></tr> <tr><td>May '10</td><td>6:04</td><td>2:28</td><td>5:42</td></tr> </tbody> </table> <p style="text-align: center;">May '10 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	3:00	4:44	Mar '09	6:06	2:22	6:06	Apr '09	7:43	2:32	4:00	May '09	6:08	2:31	4:34	Jun '09	4:34	2:36	3:38	Jul '09	5:00	2:35	4:32	Aug '09	5:37	2:39	4:32	Sep '09	5:13	2:53	5:01	Oct '09	5:37	2:40	4:41	Nov '09	4:36	2:32	4:44	Dec '09	4:36	2:47	3:57	Jan '10	3:45	2:34	4:02	Feb '10	5:55	3:05	4:02	Mar '10	5:30	2:43	5:14	Apr '10	6:47	2:27	4:45	May '10	6:04	2:28	5:42	
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Indicator #2 - Emergency Department Metrics																																																																																			
2b. ED Cycle Time	<p>ED Cycle Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all Cycle time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">* Average ED Cycle Time</p> <table border="1"> <caption>Estimated Average ED Cycle Time Data (HH:MM)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '09</td><td>10:36</td><td>3:18</td><td>10:36</td></tr> <tr><td>Dec '09</td><td>11:07</td><td>2:53</td><td>9:36</td></tr> <tr><td>Jan '10</td><td>12:20</td><td>3:20</td><td>10:11</td></tr> <tr><td>Feb '10</td><td>10:54</td><td>3:31</td><td>9:19</td></tr> <tr><td>Mar '10</td><td>12:34</td><td>3:45</td><td>10:48</td></tr> <tr><td>Apr '10</td><td>13:00</td><td>3:59</td><td>8:59</td></tr> <tr><td>May '10</td><td>11:06</td><td>3:57</td><td>10:15</td></tr> <tr><td>Jun '10</td><td>12:38</td><td>3:47</td><td>10:52</td></tr> <tr><td>Jul '10</td><td>11:23</td><td>3:50</td><td>9:40</td></tr> <tr><td>Aug '10</td><td>10:55</td><td>4:11</td><td>10:00</td></tr> <tr><td>Sep '10</td><td>10:31</td><td>3:51</td><td>9:17</td></tr> <tr><td>Oct '10</td><td>10:42</td><td>3:37</td><td>9:17</td></tr> <tr><td>Nov '10</td><td>9:29</td><td>3:22</td><td>8:19</td></tr> <tr><td>Dec '10</td><td>9:44</td><td>3:42</td><td>8:47</td></tr> <tr><td>Jan '11</td><td>10:04</td><td>3:42</td><td>8:36</td></tr> <tr><td>Feb '11</td><td>10:09</td><td>3:45</td><td>8:45</td></tr> <tr><td>Mar '11</td><td>10:09</td><td>3:45</td><td>8:47</td></tr> <tr><td>Apr '11</td><td>10:09</td><td>3:45</td><td>8:47</td></tr> <tr><td>May '11</td><td>10:09</td><td>3:45</td><td>8:47</td></tr> </tbody> </table> <p>Adult Cycle Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Cycle time: *Excludes Psych, Observation Unit, and Jail</p> <p>May'10 data is Preliminary data</p> <p>* Previously reported as Wait Time but now is more accurately describe as ED Cycle time as per definition above.</p>	Month	Adult	Peds	Total	Nov '09	10:36	3:18	10:36	Dec '09	11:07	2:53	9:36	Jan '10	12:20	3:20	10:11	Feb '10	10:54	3:31	9:19	Mar '10	12:34	3:45	10:48	Apr '10	13:00	3:59	8:59	May '10	11:06	3:57	10:15	Jun '10	12:38	3:47	10:52	Jul '10	11:23	3:50	9:40	Aug '10	10:55	4:11	10:00	Sep '10	10:31	3:51	9:17	Oct '10	10:42	3:37	9:17	Nov '10	9:29	3:22	8:19	Dec '10	9:44	3:42	8:47	Jan '11	10:04	3:42	8:36	Feb '11	10:09	3:45	8:45	Mar '11	10:09	3:45	8:47	Apr '11	10:09	3:45	8:47	May '11	10:09	3:45	8:47	
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Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">May '10 data is Preliminary data</p>	

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Indicator #2 - Emergency Department Metrics																																																																																													
2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>52</td></tr><tr><td>Feb '09</td><td>55</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>43</td></tr><tr><td>Dec '09</td><td>60</td></tr><tr><td>Jan '10</td><td>32</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>61</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>59</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	52	Feb '09	55	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	43	Dec '09	60	Jan '10	32	Feb '10	55	Mar '10	61	Apr '10	59	May '10	59	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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Indicator	Definition	Data	Comments
2e. Surge Report		<p align="center">Crowding Level Comparison</p> <p align="center">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p>The chart displays the percentage distribution of crowding levels over time. The y-axis is labeled '% Distribution' and ranges from 0 to 70. The x-axis shows dates from 12/08 to 5/10. The legend identifies six categories: Dangerously OC (dark grey), Severely OC (red), OverCrowded (orange), Extremely Busy (yellow), Busy (blue), and Not Busy (green). The chart is divided into two periods by brackets: 'New Facility Surge Plan Suspended' (12/08 to 8/09) and 'New Facility Surge Plan Operational' (9/09 to 5/10). A significant peak in 'Dangerously OC' is observed in 4/09, reaching approximately 58%. Other notable peaks in 'OverCrowded' and 'Severely OC' occur in 8/09 and 4/10 respectively.</p> <p align="center">Page 9 of 13</p>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Month of May '10			
		Referrals from ER:			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	62	NA	-
		# Referred to RLAH	57	18	75
		# Transfers	49	18	67
		# Denied	8	NA	-
		# Cancelled	5*	NA	-
		# Patients refused*	4	NA	-
		Referrals from Inpatients:			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	32	NA	-		
# Referred to RLAH	26	4	30		
# Transfers	16	4	20		
# Denied	10	NA	-		
# Cancelled	5*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	1	NA	-		

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		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>24</td></tr><tr><td>Mar '09</td><td>32</td><td>27</td></tr><tr><td>Apr '09</td><td>34</td><td>28</td></tr><tr><td>May '09</td><td>27</td><td>27</td></tr><tr><td>Jun '09</td><td>54</td><td>24</td></tr><tr><td>Jul '09</td><td>59</td><td>14</td></tr><tr><td>Aug '09</td><td>49</td><td>24</td></tr><tr><td>Sep '09</td><td>52</td><td>26</td></tr><tr><td>Oct '09</td><td>39</td><td>25</td></tr><tr><td>Nov '09</td><td>50</td><td>25</td></tr><tr><td>Dec '09</td><td>48</td><td>20</td></tr><tr><td>Jan '10</td><td>52</td><td>18</td></tr><tr><td>Feb '10</td><td>33</td><td>20</td></tr><tr><td>Mar '10</td><td>36</td><td>24</td></tr><tr><td>Apr '10</td><td>49</td><td>24</td></tr><tr><td>May '10</td><td></td><td>16</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>58</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>61</td><td>111</td></tr><tr><td>Jan '10</td><td>52</td><td>90</td></tr><tr><td>Feb '10</td><td>68</td><td>101</td></tr><tr><td>Mar '10</td><td>88</td><td>93</td></tr><tr><td>Apr '10</td><td>81</td><td>89</td></tr><tr><td>May '10</td><td>83</td><td>87</td></tr></tbody></table></div><p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	24	Mar '09	32	27	Apr '09	34	28	May '09	27	27	Jun '09	54	24	Jul '09	59	14	Aug '09	49	24	Sep '09	52	26	Oct '09	39	25	Nov '09	50	25	Dec '09	48	20	Jan '10	52	18	Feb '10	33	20	Mar '10	36	24	Apr '10	49	24	May '10		16	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	58	99	Oct '09	62	96	Nov '09	70	98	Dec '09	61	111	Jan '10	52	90	Feb '10	68	101	Mar '10	88	93	Apr '10	81	89	May '10	83	87	
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Indicator #5 – Harris Rodde Indicators																																																																																													
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p>LOS: The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p>Calculation: ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p> <p style="text-align: center;">ALOS</p> <table><caption>Actual ALOS Data (Preliminary)</caption><thead><tr><th>Month</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td></tr><tr><td>Nov '06</td><td>6.4</td></tr><tr><td>Dec '06</td><td>5.6</td></tr><tr><td>Jan '07</td><td>5.1</td></tr><tr><td>Feb '07</td><td>5.3</td></tr><tr><td>Mar '07</td><td>5.6</td></tr><tr><td>Apr '07</td><td>5.3</td></tr><tr><td>May '07</td><td>5.8</td></tr><tr><td>Jun '07</td><td>5.5</td></tr><tr><td>Jul '07</td><td>5.3</td></tr><tr><td>Aug '07</td><td>5.2</td></tr><tr><td>Sep '07</td><td>5.2</td></tr><tr><td>Oct '07</td><td>5.4</td></tr><tr><td>Nov '07</td><td>5.2</td></tr><tr><td>Dec '07</td><td>5.1</td></tr><tr><td>Jan '08</td><td>5.3</td></tr><tr><td>Feb '08</td><td>4.7</td></tr><tr><td>Mar '08</td><td>5.7</td></tr><tr><td>Apr '08</td><td>5.7</td></tr><tr><td>May '08</td><td>5.8</td></tr><tr><td>Jun '08</td><td>5.8</td></tr><tr><td>Jul '08</td><td>5.6</td></tr><tr><td>Aug '08</td><td>5.6</td></tr><tr><td>Sep '08</td><td>6.0</td></tr><tr><td>Oct '08</td><td>6.0</td></tr><tr><td>Nov '08</td><td>5.9</td></tr><tr><td>Dec '08</td><td>6.2</td></tr><tr><td>Jan '09</td><td>6.1</td></tr><tr><td>Feb '09</td><td>5.8</td></tr><tr><td>Mar '09</td><td>5.6</td></tr><tr><td>Apr '09</td><td>5.4</td></tr><tr><td>May '09</td><td>5.3</td></tr><tr><td>Jun '09</td><td>5.8</td></tr><tr><td>Jul '09</td><td>5.5</td></tr><tr><td>Aug '09</td><td>5.5</td></tr><tr><td>Sep '09</td><td>5.5</td></tr><tr><td>Oct '09</td><td>5.5</td></tr><tr><td>Nov '09</td><td>5.5</td></tr><tr><td>Dec '09</td><td>5.5</td></tr><tr><td>Jan '10</td><td>5.5</td></tr><tr><td>Feb '10</td><td>5.5</td></tr><tr><td>Mar '10</td><td>5.5</td></tr><tr><td>Apr '10</td><td>5.5</td></tr><tr><td>May '10</td><td>5.5</td></tr></tbody></table>	Month	Actual ALOS	Oct '06	6.5	Nov '06	6.4	Dec '06	5.6	Jan '07	5.1	Feb '07	5.3	Mar '07	5.6	Apr '07	5.3	May '07	5.8	Jun '07	5.5	Jul '07	5.3	Aug '07	5.2	Sep '07	5.2	Oct '07	5.4	Nov '07	5.2	Dec '07	5.1	Jan '08	5.3	Feb '08	4.7	Mar '08	5.7	Apr '08	5.7	May '08	5.8	Jun '08	5.8	Jul '08	5.6	Aug '08	5.6	Sep '08	6.0	Oct '08	6.0	Nov '08	5.9	Dec '08	6.2	Jan '09	6.1	Feb '09	5.8	Mar '09	5.6	Apr '09	5.4	May '09	5.3	Jun '09	5.8	Jul '09	5.5	Aug '09	5.5	Sep '09	5.5	Oct '09	5.5	Nov '09	5.5	Dec '09	5.5	Jan '10	5.5	Feb '10	5.5	Mar '10	5.5	Apr '10	5.5	May '10	5.5	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>
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LAC+USC Medical Center
Operational Monitoring Report
Reporting Period – May 2010

Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Dec-09	40%	64%	70%	65%	
		Jan -10	60%	68%	70%	70%	
		Feb -10	65%	84%	80%	80%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	